

PLANNING AHEAD

Notes for the Planning and Policy
Community



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of Engineers

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A Message from the Chief of Engineers

I am pleased to announce the promotion of Mr. Theodore A. “Tab” Brown to the Senior Executive Service (SES) position as Chief of Planning and Policy Community of Practice, Headquarters, U.S. Army Corps of Engineers.

Mr. Brown has served the Corps in engineering planning roles since 1991 and has been setting a benchmark for leadership since 1995. He brings a wealth of valuable Corps and engineering experience, including his tenure as the Chief, Planning and Policy Division, Great Lakes and Ohio River Division during the past 6 years. There, he oversaw a number of key and complex planning studies, including the Great Lakes - St. Lawrence Seaway Study, which was a bi-national effort among seven Canadian and U.S. agencies.

Please join me in welcoming Tab and his family into the ranks of the Senior Executive Service, bringing with him professionalism, passion and talent. We look forward to Mr. Brown continuing his great tradition of service in support of our Armed Forces, the Corps and the Nation.

BUILDING STRONG

Best,

Van

Lt. Gen. Robert L. Van Antwerp
U.S. Army Chief of Engineers and Commanding General USACE

WORDS FROM THE EDITOR

This month's issue of *Planning Ahead* begins with the announcement by **Lt. General Robert Van Antwerp** of the selection of **Mr. Theodore A. "Tab" Brown** to the position of Chief of Planning and Policy Community of Practice.

Mr. Jeff Groska of USACE Headquarters provides an update on the activities of the Civil Works Review Board.

Dr. Al Cofrancesco, Technical Director of Civil Engineering Programs at the Engineer Research and Development Center reports on the use of the Cooperative Ecosystem Studies Units (CESU) Network in ecosystem planning, restoration and management activities.

Headquarters announces the publication of Economic Guidance Memorandum (EGM) 09-03, Unit Day Values for Fiscal Year 2009.

Ms. Ellen Cummings of USACE Headquarters reports on the Department of Defense effort underway to revise its spatial dam standards.

The Coastal Inlets Research Program, a USACE Headquarters funded navigation research and development program, announces its 10th Annual Technology Transfer Workshop, to be held 16-18 February 2009 in St. Petersburg, Florida.

Ms. Maria Placht of the Institute for Water Resources reports on the establishment of a new USACE Center of Expertise focused on Conflict Resolution and Public Participation and located at the Institute for Water Resources.

The U.S. Institute for Environmental Conflict Resolution announces the availability of upcoming training courses to be taught during the period from January through May 2009.

Dr. Judy Sheen of the San Francisco District and a member of the Planning Associates class of 2009 reports on the new Planning Associates first opportunity to get together as a group in Washington, D.C. where the Planning Associates met some of the senior leaders of the Corps and the course instructors for the various components of the year long training program.

Also in this month's newsletter is a reminder to persons interested in submitting abstracts for two conferences that the deadline for submitting abstracts is quickly approaching. Those conferences are the 3rd National Conference on Ecosystem Restoration, scheduled to take place July 20-24, 2009 in Los Angeles, and the American Water Resources Association Spring Specialty Conference, scheduled for May 4-6, 2009 in Anchorage, Alaska. The deadline for submitting abstracts is December 12 and December 5, respectively.

Other items of interest to readers of *Planning Ahead* this month include a listing of employment opportunities around the Corps, a listing of upcoming PROSPECT training courses, including the Planning Core Curriculum (PCC) Economic Analysis course scheduled for March 23-27, 2009 in Springfield, Virginia and the Nonstructural Measures for Flood Risk course scheduled for March 30-April 3, 2009 in Davis, California, listing of conferences of interest to water resource professionals, and recent publications.

Thank you for your continued interest and support of *Planning Ahead*.

Ken Lichtman, Editor
Institute for Water Resources
Kenneth.E.Lichtman@usace.army.mil

PLANNING CoP NEWS

An Update on the Activities of the Civil Works Review Board

By Jeff Groska, USACE Headquarters

The Civil Works Review Board (Board) was originally established pursuant to [Engineer Circular No. 1105-2-406](#), *District Engineers Presentation of Final Decision Document for Projects Requiring Specific Authorization*, which was published on 31 March 2005. The stated purpose of the Board was to be “the corporate checkpoint for determining that the final decision and NEPA documents, and the proposed Report of the Chief of Engineers are ready to release for State and Agency (S&A) Review as required by the Flood Control Act of 1944, as amended (33 U.S.C. 701-1).” The Board meeting is often the only time when ALL participating parties (PDT, MSC, HQ, ASA(CW), Sponsors, and agencies have a chance to meet and discuss the project. The first sitting of the Board took place on 22 September 2005 during which the Board reviewed three projects; the Hocking River, Ohio, environmental restoration project in Huntington District, and the Poplar Island Expansion navigation/environmental restoration and Bloomsburg flood damage reduction projects in Baltimore District. Since that first date the Board has met 18 times to review 25 project reports.

Since not all Districts have had an opportunity to make a presentation before the Board, some of you may be wondering what you need to know to hold a successful Civil Works Review Board meeting. Initially information on conducting a Board meeting was included in EC1105-2-406. That direction has subsequently been incorporated into the revised Appendix H to ER 1105-2-100, published on 20 November 2007. (<<http://www.usace.army.mil/publications/eng-regs/er1105-2-100/a-h.pdf>>).

This guidance also incorporates some of the lessons learned over the last three years. Early on, the Office of Water Project Review also established a common web site that provides a plethora of information on the process as well as pertinent documents from each of the past Board presentations (<<http://www.usace.army.mil/cw/cwrp/cwrp.htm>>). If you still need more, we offer an opportunity for all Corps offices and project sponsors to view each Board meeting via a video teleconference; look for an announcement prior to each meeting.

Currently the three permanent Board members are Major General Don T. Riley, Deputy Commanding General of the Corps of Engineers who serves as the CWRB Chair; Mr. Steven L. Stockton, the Director of Civil Works; and Mr. Theodore A. Brown, the incoming Civil Works Community of Practice (CoP) Leader for Planning. Two additional Board members are drawn specifically for each panel: one Regional Integration Team (RIT) Leader (not from the presenting MSC); and one additional CoP Leader from Engineering, Operations, Real Estate or another area as appropriate. The Office of the Chief Counsel will serve in an advisory role for all reports.

The schedule of proposed Board meetings for the remainder of FY 2009 is as follows:

29 Jan 09 - 8am	<i>Coastal Mississippi Improvement Project, MS</i>	<i>(SAD/Mobile)</i>
29 Jan 09 - 1 pm	<i>Topeka, KS</i>	<i>(NWD/Kansas City)</i>
26 Feb 09	<i>TBD</i>	<i>TBD</i>
19 Mar 09	<i>TBD</i>	<i>TBD</i>
21 Apr 09	<i>TBD</i>	<i>TBD</i>
21 May 09	<i>TBD</i>	<i>TBD</i>
18 Jun 09	<i>C&SF, CERP - Biscayne Bay Coastal Wetlands, FL</i>	<i>(SAD/Jacksonville)</i>
18 Jun 09	<i>CERP – Western C-111 Spreader Canal, FL</i>	<i>(SAD/Jacksonville)</i>
18 Jun 09	<i>Sabine-Neches Waterway, TX</i>	<i>(SWD/Galveston)</i>
21 Jul 09	<i>TBD</i>	<i>TBD</i>
27 Aug 09	<i>CERP – Melaleuca Eradication, Imp Bio Controls, FL</i>	<i>(SAD/Jacksonville)</i>
17 Sep 09	<i>Tampa Harbor, FL GRR</i>	<i>(SAD/Jacksonville)</i>
17 Sep 09	<i>Walton County Shore Protection, AL</i>	<i>(SAD/Mobile)</i>

The Use of Cooperative Ecosystem Studies Units (CESU) Network in Ecosystem Planning, Restoration and Management Efforts

*By Dr. Al Cofrancesco
Technical Director, Civil Engineering Programs
U.S. Army Engineer Research and
Development Center*

Are you searching for increased technical assistance from universities to assist you in your ecosystem planning, restoration and management efforts? If so, you may want to take advantage of the innovative Cooperative Ecosystem Studies Units (CESU) national network for studies that focus biological, physical, social, and cultural sciences needed to address issues and do interdisciplinary problem solving at multiple scales in an ecosystem context.

The U.S. Army Corps of Engineers entered into a CESU Memorandum of Understanding in June 2005. Since that period, the Engineer Research and Development Center (ERDC) has joined 11 CESU's on behalf of the Corps' Civil Works Program under the authority of Title 10, U.S.C. 2358. They include: Chesapeake Watershed, Great Lakes and Northern Forest, Great Plains, Great Rivers (formerly Upper and Middle Mississippi Valley), Gulf Coast, North Atlantic, Pacific Northwest, Rocky

Mountain, Piedmont South Atlantic Coast, South Florida and Caribbean, and Southern Appalachian Mountains.

To take advantage of these networks, you may contact Dr. Al Cofrancesco, Al.F.Cofrancesco@usace.army.mil, (601) 634- 3182, or Glenn Rhett, Glenn.G.Rhett@usace.army.mil, (601) 634-3717, of the ERDC Environmental Lab.

An interested Corps project, district or division POC would provide a Statement of Interest (SOI) to ERDC for posting on the appropriate CESU website. After posting the SOI for a specified period of time (10 days minimum), the party needing CESU services would be notified of those CESU participants who have responded. The pre-proposals would be jointly reviewed by the initiating POC and the ERDC representatives for suitability. Suitable submitters would then be asked to provide full proposals. The entire process takes about 6-8 weeks and a service fee (5% of contract) would be assessed by ERDC. One cost advantage is that CESU member universities typically have a reduced overhead rate (17.5%).

Additional information concerning the CESU network may be found at <<http://corpslakes.usace.army.mil/partners/cesu/cesu.html>>. The site will be updated with new CESU's, sample forms, etc. as needed.

Economic Guidance for Fiscal Year 2009

USACE Headquarters has published Economic Guidance Memorandum 09-03, Unit Day Values for Recreation for Fiscal Year 2009 (<http://www.usace.army.mil/cw/cecw-cp/library/egms/egm09_03.pdf>).

For additional information on this EGM please contact Bruce Carlson (CECW-PC) at: bruce.d.carlson@usace.army.mil or by phone at (202) 761-4703.

Spatial Data Standards for Facilities, Infrastructure, and Environment

By Ellen Cummings, USACE Headquarters

The Department of Defense (DoD) is revising its spatial data standards. This is a “single DoD spatial standard that supports common implementation for installations, environment and civil works.” There are or will be nine work groups of subject matter experts developing the “features” that might apply DoD wide. Some of the groups included lake management, waterways, a group including FDR, real property, and a remediation related group.

I along with several others from districts, division and ERDC represent the Corps on the Natural Resources team. Two of the Corps representatives were also on the Lake Management team. The goal is to facilitate upward reporting and information sharing within DoD and externally. Existing classification and data standards are used as appropriate.

The Natural Resources group took 152 features in the existing DoD standard and reduced to about 30 at a 2.5 day meeting in late October. Each of the features has “attributes” or required data fields. These were numerous and specific in the previous version and are being greatly simplified for this version. This type of reduction in the number of features and attributes is true for all the work groups that have met to date.

Existing standards that are incorporated in the Natural Resources section are the National Wetlands Inventory standards as the minimum requirement when mapping wetlands, and NRCS soil mapping standards.

The use of specific classification standards is a policy but I believe standards approved by the Federal Geographic Data Committee such as Cowardin for wetlands and the vegetation standard; and the International Terrestrial Ecosystem Classification Standard found on NatureServe are used in the attributes.

For example if you want to map an ecosystem you would have the area and name using a name from the International Terrestrial Ecosystem Classification Standard. That is the proposed extent of the requirements for that feature. If a map is prepared showing the location of a natural resources survey/inventory/assessment, certain data fields (attributes) would be required such as the most recent date of the survey, the type, the purpose and geometry (point, linear, or area).

For several features there will be the ability to link to tables containing related data. The Natural Resources team will be reviewing a draft of the final product in the late November/December time frame with additional work in early 2009. For additional information contact [Ellen Cummings](#), CECW-PB, at (202) 761-4750.

Announcement of CIRP 10th Annual Technology Transfer Workshop

The Coastal Inlets Research Program (CIRP), a USACE Headquarters funded navigation research and development program is pleased to announce its 10th Annual Technology Transfer Workshop, to be held 16-18 February 2009 at the Tradewinds Island Resort, St. Petersburg, Florida, prior to the 22nd Annual National Conference on Beach Preservation Technology convened by the Florida Shore & Beach Preservation Association (FSBPA). The title of the CIRP workshop is “Advanced Integrated Coastal Inlet Simulation with Applications.”

The CIRP workshop will focus on recent advancements in and hands-on applications of the Coastal Modeling System (CMS), with an emphasis on coastal inlets, navigation channels, and adjacent beaches. Two cost-free optional evening sessions will also be held.

On Monday evening (February 16), there will be a Corps-only session (open to all Corps staff, including those not attending the workshop) introducing the Coastal Structures Management, Analysis, and Ranking Tool (CSMART) and the Channels Prioritization Tool (CPT) developed under the CIRP.

The Tuesday evening session (February 17) will cover the new release version of the Regional Morphology Analysis Package (RMAP) that operates in a stand-alone GIS environment, developed under the System-wide Water Resources Program.

Please check the CIRP web site <http://cirp.wes.army.mil/cirp/> and FSBPA web sites <http://www.fsbpa.com/> for registration information as it becomes available.

Corps Establishes new Center of Expertise on Conflict Resolution and Public Participation at the Institute for Water Resources

By Maria Placht, Institute for Water Resources

USACE has designated a new Center of Expertise (CX) and Directory of Expertise (DX) at the Institute for Water Resources (IWR). The purpose of this new Center, the Conflict Resolution and Public Participation Center (CPC), is to provide assistance to the field and HQ in the areas of conflict resolution and collaborative processes.

The CPC will support training and outreach programs and provide consultation and technical assistance across USACE. It will also maintain a directory of USACE and external experts and techniques in environmental conflict resolution and alternative dispute resolution.

The CPC's mission is to help Corps staff anticipate, prevent and manage water conflicts ensuring that the interests of the public are addressed in Corps decisions.

The CPC is created in the context of increased Corps attention to collaborative processes. The [Joint Memorandum on Environmental Conflict Resolution](#) issued in 2005 directed Federal agencies to "increase the effective use of environmental conflict resolution (ECR) and build institutional capacity for collaborative problem-solving."

U.S. Institute for Environmental Conflict Resolution Announces the Availability of Upcoming Training Courses

The U.S. Institute for Environmental Conflict Resolution is pleased to announce the upcoming schedule of courses.

Introduction to Managing Environmental Conflict

Tucson, AZ - January 13-14, 2009
Washington DC - Mar 10-11, 2009
Atlanta, GA - May 12-13, 2009

Collaborative Competencies

Washington DC - February 24-26, 2009

Interest-Based Negotiation of Environmental Issues

Portland, OR - April 22-23, 2009

Advanced Multi-Party Negotiation of Environmental Disputes

Washington DC - February 10-12, 2009
Washington DC - April 7-9, 2009



[Executive Order No. 13352](#) of August 2004 promotes "facilitation of cooperative conservation", and [EC 1105-2-409](#) dated 31 May 2005 discusses "planning in a collaborative environment."

Furthermore, one of the goals of the recently refreshed [Corps Campaign Plan](#) is to "deliver enduring and essential water resources solutions through collaboration with partners and stakeholders."

CPC answers these directives by increasing the use and effectiveness of collaborative planning tools. Key center services include training, consultation services, and reference materials to assist Corps HQ and field offices to manage conflicts and implement collaborative approaches. This includes "Shared Vision Planning," a participatory process that merges stakeholder collaboration with interactive computer modeling and software.

Additional information, including resources for public involvement and alternative dispute resolution, is available online at <http://www.iwr.usace.army.mil/cpc/>.

To speak with center staff about a particular conflict or public involvement project, contact Hal Cardwell, at 703-428-9071, hal.e.cardwell@usace.army.mil or Maria Placht at 703-428-6242, maria.t.placht@usace.army.mil.

The Institute for Environmental Conflict Resolution can also customize training courses to meet specific needs.

For more information about the Institute or to find out more about the training courses, including course description and cost, please visit the Institute's website at <http://www.ecr.gov> or contact:

Diana Wilkinson, PhD
Training Coordinator
U.S. Institute for Environmental Conflict Resolution
130 South Scott Avenue, Tucson, Arizona 85701
Telephone: 520.901.8578
Fax: 520.901.8579
Email: wilkinson@ecr.gov

FEATURED ARTICLE

Planning Associates Begin Their Year Long Training Program

By Dr. Judy Sheen, San Francisco District

The Planning Associates Class of 2009 convened in Washington, DC during the week of October 20 for an orientation to what promises to be a rewarding year for all involved in the program. Prior to assembling in our Nation's capital, we had spent a month and a half in our home Districts preparing ourselves, our families, and our coworkers for a program that will have us traveling for approximately 35-40% of the year. For all of us, it meant leaving loved ones behind, which adds another layer of challenge to our endeavor to build the Planning bench. However, our departure also provides an opportunity for our coworkers to step into our projects with our mentorship, which is of benefit to the organization as a whole.

There is a saying -- "There is no time wasted in the PA program"—and we certainly found it to be true during the first month and a half after becoming PA's. Even before getting to DC, we had already read two books, constructed a cost estimate for our entire year's expenses, and completed numerous other start-up tasks. Managing the program is a full-time job for IWR's Joy Muncy, whom we have gotten to know through countless e-mails and phone calls starting from the day we were accepted in early September.

In DC, when we were not in formal class sessions, we were reading books and providing feedback on materials handed to us by Harry Kitch, talking about who would be taking the lead on various PA responsibilities (and there are quite a few!), and coordinating course logistics. When the day ended, many of us caught up on activities at our home offices via email and phone calls. Even our travel days are used for work-- as I write this article, we are waiting to board our flight to Ft. Lauderdale, Florida, where we will participate in a two-week Team Building course. You'll have to wait for Jeremy LaDart's (Mobile District) article in the next edition of Planning Ahead to learn how we fared in that experience.

The PA program is constantly evolving in response to feedback from graduated and new Planning Associates and course owners. In previous years, Orientation and Team Building occurred as a three-week block in one location; this year we spent the first week in DC and as a result, were able to spend a significant amount of time with Harry Kitch and meet with other senior leaders such

as Robyn Colosimo and Steve Stockton. It was a good preview for our three-week DC Experience, which will occur in March.



Planning Associates Class of 2009: Front row from left to right are Terri Jordan, Judy Sheen, Lisa Rabbe, Cynthia Boen, Tim Fleeger, Jodie Foster and Saji Varghese. Back row are Jeff Lin, Jeremy LaDart, Aaron Synder, Jake Walsdorf and Steve O'Leary

In addition, we were able to interact with the course owners, who were refining and integrating their courses in a concurrent session. This year's courses will be unified by the watershed concept, and the week in Washington was an opportunity for course owners to coordinate the content of their lessons and give us a preview of what we will be learning. Because many of the course owners are PA's themselves, we also benefited from informal mentoring during our activities and after hours.



Planning Associates course owners (from left to right) are Greg Steele, Roberta Hayworth, Dave Weekley, Rick Darnell, Judy Morrison, Pat Fitzgerald, Jodie Staebell, Eric Thaut, Sam Arrowood, Camie Knollenberg, Matt Rae, Harry Kitch and Joy Muncy.

This class will also be the first to receive formal PA evaluations. Because the PA's will be away from their districts and projects for 40% of the year, it can be challenging to explicitly align our program accomplishments with NSPS or TAPES objectives. To provide feedback to home office supervisors on PA individual performance, each of the course owners will be completing an evaluation for each of the PA's. From this information, Harry Kitch will be able to provide a summary of our overall performance.

Formally and informally, we also started building our overall PA team and smaller four-person work teams. As a group, we reviewed and revised our list of needs and expectations and other components of the PA handbook. Many of us were a bit overwhelmed by the list of individual, team, and class assignments, but were assured by Joy and Harry that we would get used to the work as the year progressed. We were also introduced to our work teams and encouraged to starting thinking about potential topics for our Strategic Think Piece (formerly Critical Think Piece) project. Through this work, our Orientation has laid the groundwork for our upcoming course in Teambuilding.

After your Division's PA returns home, look out for his/

her Home Office Back Brief (HOBB) for details on our time in DC and Ft. Lauderdale. This year, many of the Major Subordinate Commands will be hosting Division-wide HOBBs to reach more of the Corps community. We encourage you to participate in our journey and benefit from our learning by attending your PA's HOBBs throughout the coming year.

Dr. Judy Sheen is a newly minted Water Resources Plan Formulation Specialist from the San Francisco District of the South Pacific Division. Prior to joining the San Francisco District, she earned undergraduate and graduate degrees in biology from Harvard-Radcliffe College and University of California, Berkeley. Her major projects include two multipurpose Flood Risk Management and Ecosystem Restoration projects (South San Francisco Bay Shoreline and San Francisquito Creek GI studies) and two post-authorization change studies in Navigation (Sacramento River Deep Water Ship Channel and San Francisco Bay to Stockton Navigation Improvement Project). She is currently the San Francisco District's Flood Risk Management Program Manager and is a graduate of the South Pacific Division's Leadership Development Program.

EMPLOYMENT OPPORTUNITIES

These are but a few of the many available positions advertised on the Army's Civilian Personnel on line website:
<http://cpol.army.mil>

Employment opportunities highlighted this month include the following:

- (1) **Jacksonville District**, YD-2/YA-02: Biologist (0401), Fishery Biologist (0482), Wildlife Biologist (0486), General Engineer (0801), Civil Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301), Hydrologist (1315), Social Scientist (0101), Economist (0110)
- (2) **Jacksonville District**, YD-2/YA-02: Biologist (0401), Fishery Biologist (0482), Wildlife Biologist (0486), General Engineer (0801), Civil Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301), Hydrologist (1315), Geologist (1350), Forester (0460), Fish & Wildlife Biologist (0480), Chemist (1320), Social Scientist (0101), Economist (0110), Geographer (0193), Archeologist (0150)
- (3) **New York District**, GS-9/11/12: Community Planner (0020), Economist (0110), Geographer (0150), Archeologist (0193), Biologist (0401), Botanist (0430), Wildlife Biologist (0486), Civil Engineer (0810), Environmental Engineer (0819)
- (4) **Northwest Division**, GS-12/13: SOCIAL SCIENTIST (0101), REGIONAL ECONOMIST (0110), LANDSCAPE ARCHITECT (0807), CIVIL ENGINEER (0810), PHYSICAL SCIENTIST (1301), GENERAL BIOLOGICAL SCIENTIST (0401), FISHERY BIOLOGIST (0482), ECOLOGY (0408), COMMUNITY PLANNER (0020)
- (5) **Rock Island District**, YA-1/2 YD1/2: Community Planner (0020), Economist (0110), Geographer (0150), Archeologist (0193), General Biological Science (0401), Architect (0808), Civil Engineer (0810), Physical Scientist (1301), Geologist (1350)
- (6) **Rock Island District**, YA-2/YD-2: Community Planner (0020), Economist (0110), Geographer (0150), Archeologist (0193), General Biological Science (0401), Architect (0808), Civil Engineer (0810), Physical Scientist (1301), Geologist (1350)
- (7) **Huntington District**, YC-2/YF-02: Supervisory Economist (0110), Supervisory Community Planner (0020), Supervisory Ecologist (0408), Supervisory Landscape Architect (0807), Supervisory Civil Engineer (0810), Supervisory Environmental Engineer (0819), Supervisory General Biologist (0401), Supervisory Architect (0808)
- (8) **U.S. Army Corps of Engineers; Directorate of Civil Works MVD / LRD Regional Integration Team; Washington, DC**, YA-3/YD-3: Community Planner (0020), Social Scientist (0101), General Biological Science (0401), General Engineer (0801), Architect (0808), Civil Engineer (0810)
- (9) **Alaska District**, YX-2: Civil Engineering/Hydraulic Engineer (0810), Economist (0110), Social Sciences Study Coord/ Water Resources Planner (0101), General Biologist/Biological Sciences Study Coordinator (0401), Community Planner (0020), Hydrologist (1315), Physical Scientist (1301)

(1) Vacancy Announcement Number: **SCGV08148498**

Opening Date: **November 20, 2008** Closing Date: **November 26, 2008**

Position: **YD-2/YA-02: Biologist (0401), Fishery Biologist (0482), Wildlife Biologist (0486), General Engineer (0801), Civil Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301), Hydrologist (1315), Social Scientist (0101), Economist (0110)**

Salary: **\$39,407 - \$89,217 Annual**

Place of Work: **U.S. Army Engineer Dist, Jacksonville, Everglades Division, South Florida Restoration Br, DUTY LOCATION: Jacksonville AND Vero Beach, FL**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves as District's primary point of contact for assigned projects and represents District Commander in matters related to the Comprehensive Everglades Restoration Plan (CERP). Provides expert program management of high dollar value/high scientific complexity of national priority, of environmental sensitivity, of extraordinary urgency or similar requirements. Plans, programs and oversees cost and schedule execution of the planning, design and construction/execution of program in coordination with functional chiefs and/or RLG team members to assure the projects/efforts are completed within guidelines and objectives. Ensures frequent, clear, open communication occurs among PDT/RECOVER team and other stakeholders on

project progress, issues and resolutions, and impacts to project budget and schedule. Resolves highly difficult technical and administrative project problems, obtaining Project Review Board or supervisory approval as required.

(2) Vacancy Announcement Number: **SCGV08148363**

Opening Date: **November 20, 2008** Closing Date: **November 26, 2008**

Position: **YD-2/YA-02:Biologist (0401), Fishery Biologist (0482), Wildlife Biologist (0486), General Engineer (0801), Civil Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301), Hydrologist (1315), Geologist (1350), Forester (0460), Fish & Wildlife Biologist (0480), Chemist (1320), Social Scientist (0101), Economist (0110), Geographer (0193), Archeologist (0150)**

Salary: **\$39,407 - \$78,776 Annual**

Place of Work: **U.S. Army Engineer Dist, Jacksonville, Everglades Division, South Florida Restoration Br, DUTY STATION: Jacksonville, FL**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Incumbent serves as a primary contact & technical project manager in the Restoration Coordination and Verification (RECOVER) office for ecosystem restoration projects. Responsible for daily management, leadership & execution of assigned projects, with focus on CERP Monitoring & Assessment Plan or RECOVER Planning and Evaluation efforts. Ensure scope, criteria, schedules, & budgets are fully developed & integrated. Monitor project progress & measure performance, recommend corrective actions & ensure commitments are maintained. Serve as project manager; plan and provide technical input including science and/or system-wide applications to ecosystem restoration; program, control & manage fiscal & schedule execution of assigned projects. Resolve difficult technical & administrative project problems, obtaining management approval as required. Represent District when dealing with local, state & municipal authorities for the project & responsible for furnishing responses to inquiries.

(3) Vacancy Announcement Number: **NEFS08099285**

Opening Date: **October 27, 2008** Closing Date: **November 27, 2008**

Position: **GS-9/11/12: Community Planner (0020), Economist (0110), Geographer (0150), Archeologist (0193), Biologist (0401), Botanist (0430), Wildlife Biologist (0486), Civil Engineer (0810), Environmental Engineer (0819)**

Salary: **\$50,285 - \$94,802 Annual**

Place of Work: **US Army Engineer District, New York, Planning Division, Plan Formulation Branch, Coastal Section, NEW YORK, NEW YORK**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **2**

Duties: Is responsible for the technical management, administration, planning, development, coordinating and controlling of the required phases of moderate scope investigations or portions of large scale investigations involving flood control, shoreline protection, navigation, ecosystem restoration, watershed planning, urban waterfront development and allied project purposes. Responsible for plan formulation, including the incorporation of environmental, engineering, economic, real estate, scientific, and operation and maintenance information in the plan formulation process. Coordinates the preparation of appraisal, survey review, re-evaluation reconnaissance, definite project and special reports on flood control, shoreline protection, navigation, ecosystem restoration, watershed planning, urban waterfront development and other civil works projects. Prepares cost estimates that establish funding requirements and serve as a basis for negotiating Architect-Engineer and Planning Service contracts.

(4) Vacancy Announcement Number: **WTHE08100027D1**

Opening Date: **November 14, 2008** Closing Date: **November 28, 2008**

Position: **GS-12/13: SOCIAL SCIENTIST (0101), REGIONAL ECONOMIST (0110), LANDSCAPE ARCHITECT (0807), CIVIL ENGINEER (0810), PHYSICAL SCIENTIST (1301), GENERAL BIOLOGICAL SCIENTIST (0401), FISHERY BIOLOGIST (0482), ECOLOGY (0408), COMMUNITY PLANNER (0020)**

Salary: **\$68,512 - \$105,918 Annual**



Place of Work: **US ARMY ENGINEER DIVISION, NORTHWESTERN, DIRECTORATE OF PROGRAMS, DST NWP/NWW/FISH, Portland, OR DUTY STATION: Portland, OR**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

Duties: Serves as staff consultant performing duties as plan formulation program manager and technical specialist in the Planning Team. Responsible for Division-level management, direction and coordination of General Investigation (GI) Program studies and reports, including reconnaissance, feasibility, and planning, engineering and design. Provides preauthorization navigation, flood control, and related water resources planning expertise and guidance to key operating officials and counterparts. Applies engineering and scientific knowledge in order to understand problems, consider alternatives, and evaluate the feasibility of plans. Reviews and approves actions regarding General Investigations Study Cost. Maintains specialized knowledge of all components of plan formulation, pertinent legislation and policy to establish the Federal interest in, and the viability of, navigation, flood control, and multiple purpose water resource development studies and projects.

(5) Vacancy Announcement Number: **SWBG08126807D**

Opening Date: **November 17, 2008** Closing Date: **December 05, 2008**

Position: **YA-1/2 YD1/2:Community Planner (0020), Economist (0110), Geographer (0150), Archeologist (0193), General Biological Science (0401), Architect (0808), Civil Engineer (0810), Physical Scientist (1301), Geologist (1350)**

Salary: **\$26,439 - \$100,976 Annual**

Place of Work: **U.S. Army Engineer District, Rock Island, IL, Planning, Programs, & Project Management Division, Planning and Policy Branch**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves as a study manager working under the guidance of a Branch Chief with responsibility for management of several concurrent projects. Develops multidisciplinary plans for water resources, planning, navigation, flood damage reduction, ecosystem restoration, and recreation projects including preliminary investigations, complete analysis of project feasibility, and post authorization general reevaluation studies. Studies involve determining the feasibility of planning projects through benefit/impact analysis, national and regional economic assessment, hydrology and hydraulic evaluation, geotechnical considerations, socio-economic evaluation, public involvement, cultural coordination, and assessment of land use/land cover. Smaller project studies are also accomplished, including reconnaissance reports and definite project reports.

(6) Vacancy Announcement Number: **SWBG08126810**

Opening Date: **November 17, 2008** Closing Date: **December 05, 2008**

Position: **YA-2/YD-2:Community Planner (0020), Economist (0110), Geographer (0150), Archeologist (0193), General Biological Science (0401), Architect (0808), Civil Engineer (0810), Physical Scientist (1301), Geologist (1350)**

Salary: **\$44,601 - \$100,976 Annual**

Place of Work: **U.S. Army Engineer District, Rock Island, IL, Planning, Programs, & Project Management Division, Planning and Policy Branch**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves as a senior study manager working under the guidance of a Branch Chief with responsibility for management of several concurrent projects. Develops multidisciplinary plans for water resources, planning, navigation, flood damage reduction, ecosystem restoration, and recreation projects including preliminary investigations, complete analysis of project feasibility, and post authorization general reevaluation studies. Studies involve determining the feasibility of planning projects through benefit/impact analysis, national and regional economic assessment, hydrology and hydraulic evaluation, geotechnical

considerations, socio-economic evaluation, public involvement, cultural coordination, and assessment of land use/land cover. Smaller project studies are also accomplished, including reconnaissance reports and definite project reports.

(7) Vacancy Announcement Number: **SWGNO8974459R**

Changes to the Job Announcement: DEFENSE NATIONAL RELOCATION PROGRAM WILL BE AUTHORIZED. APPLICANTS THAT SELF-NOMINATED FOR SWGNO8974459 DO NOT NEED TO REAPPLY.

Opening Date: **November 24, 2008** Closing Date: **December 05, 2008**

Position: **YC-2/YF-02: Supervisory Economist (0110), Supervisory Community Planner (0020), Supervisory Ecologist (0408), Supervisory Landscape Architect (0807), Supervisory Civil Engineer (0810), Supervisory Environmental Engineer (0819), Supervisory General Biologist (0401), Supervisory Architect (0808)**

Salary: **\$80,000 - \$119,314 Annual**

Place of Work: **U. S. Army Engineering District, Huntington, WV; PP&PM Division, Planning Branch, Huntington, West Virginia**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

Duties: Serves as the Chief, Planning Branch with responsibilities for planning/scheduling/coordinating/supervising and guiding the Branch to accomplish mission functions. Recommends Civil Works water resources projects for authorization and implementation. Directs the preparation/processing/public and internal agency defense of policy and technical documents supporting the authorization/implementation of water resources development projects including: flood control levees/flood walls/river channel modifications/building relocation and flood proofing/inland navigations/locks and dams reservoir structures/environmental mitigation and restoration measure and hydroelectric facilities. Directs the preparation, processing and organizational and public explanation of water resources planning and design services documents. Oversees the selection/use of complex modeling methodology and must ensure that the level of effort is commensurate with funds, time and the level of study to be accomplished.

(8) Vacancy Announcement Number: **NCFL08093399**

Opening Date: **November 18, 2008** Closing Date: **December 08, 2008**

Position: **YA-3/YD-3: Community Planner (0020), Social Scientist (0101), General Biological Science (0401), General Engineer (0801), Architect (0808), Civil Engineer (0810)**

Salary: **\$93,107 - \$156,450 Annual**

Place of Work: **U.S. Army Corps of Engineers; Directorate of Civil Works MVD / LRD Regional Integration Team; Washington, DC**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **MULTI**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves as Senior Water Resources Program Planner w/ responsibility for the mgmt of Civil Works planning activities on the most difficult & demanding water resources studies & projects. Planning is accomplished to address a wide variety of water resources issues which may require developing solutions to problems: those involving large dams & reservoirs, locks & dams, flood way & channel improvements, fish & wildlife measures, beach erosion control. Provides expert advice to agency field activities on all matters pertaining to the conduct of planning studies. Reviews the progress of feasibility studies. Develops funding & budgeting recommendations. Resolves issues w/ individual projects & provides recommendations for approval to include the project for construction & for authorization of the project. Reviews feasibility cost sharing agreement to assure that the scope of work & activity costs are reasonable for feasibility phase & is consistent w/ feasibility studies across the nation.

(9) Vacancy Announcement Number: **WTEV08065223R1**

Opening Date: **November 13, 2008** Closing Date: **December 12, 2008**

Position: **YX-2:Civil Engineering/Hydraulic Engineer (0810), Economist (0110), Social Sciences Study Coord/Water Resources Planner (0101), General Biologist/Biological Sciences Study Coordinator (0401), Community Planner (0020), Hydrologist (1315), Physical Scientist (1301)**

Salary: **\$39,407 - \$89,217 Annual**

Place of Work: **US Army Engineer District, Alaska, Engineering Division, Civil Works Branch, Elmendorf AFB, AK - Eligible for 23% Cost of Living Allowance**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **01**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Responsible for the overall management, control, coordination and execution of assigned projects. Implements corporate decisions, guidance, laws, regulations and policy in the development of a project and intermediate products or projects. Negotiates and integrates all district functions, sponsor/customer needs and other agencies commitments in support of assigned project into a comprehensive management plan. Integrates Executive/Congressional schedules and criteria and establishes project scope and criteria, schedules and milestones, budgets, dependencies and responsibilities of the participating parties, assumptions and risks, contingencies and performance measurement criteria. Coordinates the planning, design, cost engineering, construction and environmental considerations for engineering projects. Controls and manages project milestones and budgets from planning through construction and initial operations. Reviews and approves project cost and schedule changes.

TRAINING COURSES

Upcoming PROSPECT training courses of interest to the members of the Planning CoP include:

PCC4 Economic Analysis Control Number 270

March 23— 27, 2009

Springfield, VA

This course is designed to provide an overview of the requirements and procedures for conducting economic analysis of Corps of Engineers water resources planning projects. Some form of economic analysis, including benefit/cost analysis, cost effectiveness analysis and or economic impact analysis is required of all Corps projects, whether they be for flood control, navigation, dredging, water supply, environmental mitigation and restoration or other project purpose. The course is designed to help students better understand the Corps planning process and where they, as economist, fit into that planning process. The course will also provide information on how to think about and analyze new problems and situations.

This course includes discussion on (a) the economist's role in the Corps of Engineers (Who is your audience, your customer? What are your products?); (b) introduction on principles and guidelines -- how the economist's job is influenced by P&G; (c) how to think as a Corps economist in National Economic Development (NED) terms (including new technologies such as risk and uncertainty); (d) evaluation by project purpose using the NED manuals (the incorporation of R&U into evaluation by project purpose); (e) other evaluation techniques (cost effectiveness, incremental cost analysis, economic impact analysis); (f) the changing role of economic analysis: Environmental Restoration, Rehabilitation, Watershed Planning, Section 216; (g) expected problem areas and how to think about them -- emphasis will be on with/without project condition, NED vs. Regional, Economics vs. Cost Sharing; and (h) how to plan your work with emphasis on Initial Project Management Plan (IPMP). This course is designed primarily for NEW Corps Economists and/or those personnel requiring a basic understanding of what economists do in conducting economic analysis of water resources projects, particularly project managers. Priority placement will be given to CW planners with less than 3 years of planning experience at the GS7-11 grade level. It is highly recommended that students have taken the CW Orientation Course and the Planning Principles & Procedures Course before taking this course.

Nonstructural Measures for Flood Risk Control Number: 345

March 30 — April 3, 2009

Davis, CA

This course will provide participants with the overall ability to realize opportunities with nonstructural measures, to formulate nonstructural measures, and to implement nonstructural measures.

This course will touch on the Corps flood risk management mission and the relationship of these missions to the Actions for Change, the Civil Works Strategic Plan, the Environmental Operating Principles, and watershed/systems planning, in order for the participant to fully understand the significant role of nonstructural measures. This course will make the student very familiar with the basic nonstructural measures such as elevation, dry flood proofing, wet flood proofing, small berms, levees and walls, relocation, acquisition, and flood warning. The importance and relevance of the National Flood Insurance Program to flood risk management will be explained. Laws, policies, statutes, executive orders, etc., will be covered that relate directly to nonstructural measure formulation and implementation. The host of opportunities that exist with implementing nonstructural measures will be explored in terms of accomplishing long term flood risk management.

The student will be shown how to conduct nonstructural benefit analysis and how to formulate nonstructural alternatives. A field trip will be included to see nonstructural measures that have been implemented. The course offers opportunities to professional staff in such areas as flood plain management, hydraulics and hydrology, and civil works planning to become knowledgeable in this area. Its focus is on realizing the need for, and the opportunities with, nonstructural measures as well as the methodologies and procedures for performing reconnaissance and feasibility phase investigations for plan formulation, evaluation and implementation of nonstructural measures.

To attend these courses or to receive additional information about other PROSPECT training courses, please contact the USACE Learning Center at <http://pdsc.usace.army.mil>.

CALL FOR ABSTRACTS

A number of upcoming conferences of interest to Corps personnel have approaching dates for submission of abstracts of papers for inclusion in their technical programs. Among these conferences are the following:

The **3rd National Conference on Ecosystem Restoration** to be held July 20-24, 2009 in Los Angeles, California. The deadline for submission of abstracts is **December 12, 2008**.

Background information on the NCER 09: The purpose of NCER 09 is to bring together scientists and engineers, policy makers, planners and partners who are actively involved in or affected by all aspects of ecosystem restoration, regardless of project or program size, and provide an interactive forum to share their experiences and research results concerning large-scale ecosystem restoration on both national and international levels.

Conference participants will have the opportunity to learn about both large-scale and small, local ecosystem restoration efforts and what their colleagues working at these levels have learned, what factors contributed to success, and how barriers and obstacles were overcome.

NCER '09 will explore roles of policy, planning and science in establishing goals and performance expectations for achieving successful and sustainable ecosystem restoration. We'll also look at the importance of considering ecosystem services in restoration cost:benefit discussions. Successful partnerships and means to leverage resources will be important themes that run through this conference.

Previous NCERs established a forum for individuals engaged in all aspects of ecosystem restoration to exchange information and experiences. This and future NCERs will continue this tradition by being the leading National Conference for interdisciplinary exchanges for sustainable restoration of ecosystems.

Technical sessions will focus on six primary themes:

- Ecosystem Restoration at the Watershed Scale
- New Planning Approaches to Achieving Ecosystem Restoration
- Science and Engineering Integration
- Linking Monitoring Results with Management Decision-making
- Urban Ecosystem Restoration
- Ecosystem Goods and Services

Submission instructions are posted on the NCER '09 web site. <http://conference.ifas.ufl.edu/NCER2009/call.html>.

A second conference of interest to Corps personnel is the **American Water Resources Association Spring Specialty Conference**, scheduled to take place May 4-6, 2009 in Anchorage, Alaska. The theme of the conference is "Managing Water Resources and Development in a Changing Climate." The deadline for submission of abstracts is **December 5, 2008**.

Background information on the AWRA conference: Public and scientific awareness of changing climate conditions is increasing each year. These changes represent themselves in many ways: more frequent and extreme weather events, droughts in the southeastern and western states, potential for increasing flooding and coastal erosion damage, increasing irrigation and depletion of aquifers, and melting permafrost and reductions in arctic sea ice in Alaska. Understanding these changes and related management challenges is an increased focus for water resources professionals. Sustaining current communities, while allowing for continued economic development will require continued advancements in water-resource understanding, conservation, water-use practices, and improved management approaches. Education across all levels will be needed to move communities forward to help develop and implement sustainable water-resources development.

AWRA has been a leader in the national dialogue on many aspects of climate change and water resources. The U.S. National Assessment on the Potential Consequences of Climate Variability and Change took place in the late 1990's with significant contributions by AWRA and its membership. Since the National Assessment, the AWRA has continued to promote active dialogue and conversation on climate and water-management issues through publications and specialty conferences. The water-assessment part of this effort resulted in a 1999 Spring Specialty Conference on Potential Consequences of Climate Variability and Change to Water Resources of the United States, and was followed by the publication of more than 30 articles

in the Journal of the American Water Resources Association.

What has transpired in the 10 years since the 1999 conference? How have the predictions and concerns presented in the assessment of these issues developed? We invite you to come, participate, discuss, and make connections on these issues on the 10th anniversary of the 1999 Specialty Conference. We will have a full agenda covering water-resource issues from around the country set in the backdrop of America's frontier, Alaska, during its fiftieth year since statehood.

Meeting topics will include meeting future water-supply needs, drought and flood co-management, ecosystem impacts, and water-management challenges. Additionally, since the Arctic is a place where change is expected to occur sooner and with greater effect, Alaska will be an ideal place to examine the many changes that are happening locally and effects on meeting the young state's development interests and the nation's energy needs. Interested water-resource professionals are encouraged to submit abstracts on these and other related topics of national and international interest. This meeting promises to be one of a kind in showcasing current thinking in this dynamic field. The outcomes of this conference will help set the foundation for continued dialogue and conversations on how to manage and adapt to changing water-resources conditions and needs for many years to come. Please contact [Michael Lilly](#), Conference Chair, for further information.

In order to submit please visit the AWRA website at: <http://www.awra.org/meetings/Anchorage2009/abstracts.html>

CONFERENCES

The following is a list of conferences, workshops, and symposia that may be of interest to members of the Planning Community of Practice, as well as other practitioners in field of water resources. Those conferences, workshops and symposia in which the U.S. Army Corps of Engineers has been involved in the organization, sponsorship, or where members of the Corps have been identified as speakers or presenters, are identified in *italics*.

International Conference on Water Scarcity, Global Changes, and Groundwater Management Responses

December 1-6, 2008

Irvine, CA

Additional information: <http://www.uwrc.uci.edu/documents/SCARCE-WATER-BROCHURE-Final.pdf>

National Conference on Science, Policy and the Environment “Biodiversity in a Rapidly Changing World”

December 8-10, 2008

Washington, D.C.

Additional information: <http://www.ncseonline.org/conference/biodiversity/>

A Conference on Ecosystem Services, 2008:Using Science for Decision Making in Dynamic Systems

December 8-11, 2008

Naples, FL

Additional information: <http://www.conference.ifas.ufl.edu/ACES/>

3rd System of Systems Conference

December 9-10, 2008

Gaithersburg, MD

Additional information: http://www.upcomingevents.ctc.com/SoSECE/SoSECE_event_home.html

Transportation Research Board—88th Annual Meeting

January 11-15, 2009

Washington, DC

Additional information: <http://www.trb.org/am/cfp/default.asp?event=445>

22nd Annual National Conference on Beach Preservation Technology

February 18-20, 2009

St. Petersburg, FL

Additional information: <http://www.fsbpa.com>

Coastal Geotools 2009

March 2-5, 2009

Myrtle Beach, SC

Additional information: <http://www.csc.noaa.gov/geotools/index.html>



5th World Water Forum “Bridging Divides for Water”
March 16-22, 2009 Istanbul, Turkey
Additional information: <http://www.worldwaterforum5.org>

National Military Fish and Wildlife Association Annual Meeting
March 17-21, 2009 Washington, DC
Additional information: <http://www.nmfwa.org/future.cfm>

American Water Resources Association, 2009 Spring Specialty Conference, “Managing Water Resources and Development in a Changing Climate”
May 4-6, 2009 Anchorage, AK
Additional information: <http://www.awra.org/meetings/Anchorage2009/index.html>

International Marine Conservation Congress
May 20-24, 2009 Washington, DC
Additional information: <http://www2.cedarcrest.edu/imcc/index.html>

Society of Wetlands Scientists Annual Meeting
June 22-26, 2009 Madison, WI
Additional information: http://www.sws.org/2009_meeting/index.mgi

Coastal Zone 09
July 19-23, 2009 Boston, MA
Additional information: <http://www.csc.noaa.gov/cz>

3rd National Conference on Ecosystem Restoration
July 20-24, 2009 Los Angeles, CA
Additional information: <http://conference.ifas.ufl.edu/ncer2009/>

Ecological Society of America Annual Conference
August 2—7, 2009 Albuquerque, NM
Additional information: <http://www.esa.org/albuquerque/>

Ports 2010
April 25-28, 2010 Jacksonville, FL
Additional information: <http://www.content.asce.org/conferences/ports2010>

PUBLICATIONS

The following is a list of recently published reports, studies, or articles prepared by the Corps of Engineers, other Federal agencies, or other research organizations:

“Progress Toward Restoring the Everglades: The Second Biennial Review, 2008”, National Academy of Sciences, National Research Council, Committee on Independent Scientific Review of Everglades Restoration Progress, Available at: http://www.nap.edu/catalog.php?record_id=12469

“Desalination: A National Perspective”, National Academy of Sciences, National Research Council, Committee on Advancing Desalination Technology, Available at: http://books.nap.edu/catalog.php?record_id=12184

“National Transportation Statistics, 2008”, U.S. Department of Transportation, Research and Innovative Technology Administration, Bureau of Transportation Statistics, Available at: http://www.bts.gov/publications/national_transportation_statistics/

HOW TO SUBMIT AN ARTICLE TO *PLANNING AHEAD*

Planning Ahead is designed to foster communication amongst the members of the Planning community of practice within the Corps, with those other members of the Corps family with which planners interact on a daily basis, and with members of the general public outside of the Corps. It is our goal that future editions of the newsletter will include information and perspectives of those members of the planning community on the front lines of the Corps' planning efforts, the District and Division offices. We hope that this newsletter becomes a forum to share your experiences to help the entire planning community learn from one another. We welcome your thoughts, comments, questions, suggestions, success stories, and lessons learned, so that we can share them with the broader community. Submissions should be moderate in length (4-5 paragraphs), except in cases where the article is compelling and circumstances warrant a lengthier treatment of the subject. The article should be prepared as a MS Word document. Pictures accompanying submitted articles are welcome. Pictures must be in JPEG format. Please send articles to Mr. Kenneth E. Lichtman, at Kenneth.e.lichtman@usace.army.mil

The deadline for material to be published in the next issue of *Planning Ahead* is
Wednesday, December 3, 2008

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